



**City of Hamilton**  
**GOVERNANCE REVIEW SUB-COMMITTEE**

**Meeting #:** 19-001  
**Date:** February 14, 2019  
**Time:** 9:30 a.m.  
**Location:** Room 264, 2nd Floor, City Hall  
71 Main Street West

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

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1. **APPOINTMENT OF A CHAIR AND VICE-CHAIR**
2. **APPROVAL OF AGENDA**  
(Added Items, if applicable, will be noted with \*)
3. **DECLARATIONS OF INTEREST**
4. **APPROVAL OF MINUTES OF PREVIOUS MEETING**
  - 4.1 August 29, 2018
5. **COMMUNICATIONS**
6. **DELEGATION REQUESTS**
  - 6.1 Cameron Kroetsch, respecting changes to the Procedural By-law 18-270 during the upcoming term of Council (For today's meeting)
7. **CONSENT ITEMS**
8. **PUBLIC HEARINGS / DELEGATIONS**
9. **STAFF PRESENTATIONS**
10. **DISCUSSION ITEMS**
  - 10.1 Board of Health Self-Evaluation Results (BOH18011(a)) (City Wide) (Referred to Governance Review Sub-Committee at September 26, 2018 Council)

- 10.2 Councillor Ward Office Budgets and Policy and Guidelines for Eligible Expenses for Elected Officials (FCS18093(b)) (City Wide) (Outstanding Business List Item)

**11. MOTIONS**

**12. NOTICES OF MOTION**

**13. GENERAL INFORMATION / OTHER BUSINESS**

- 13.1 Changes to the Outstanding Business List:

- 13.1.a Items considered complete and needing to be removed:

Item: B

That staff be directed to report back to Governance Review Sub-Committee following a thorough review to determine accurate populations in each Ward for the 2018-2022 term.

Completed: February 14, 2019 at Governance Review Sub-Committee  
(Item 10.2 - FCS18093(b))

**14. PRIVATE AND CONFIDENTIAL**

**15. ADJOURNMENT**



Hamilton

**MINUTES 18-004**  
**GOVERNANCE REVIEW SUB-COMMITTEE**  
**Wednesday, August 29, 2018**  
**1:00 p.m., Council Chambers**  
**Hamilton City Hall**

**Present:** Councillors M. Pearson (Chair), A. VanderBeek, D. Conley, J. Partridge, and L. Ferguson

**THE FOLLOWING ITEMS WERE REFERRED TO THE AUDIT, FINANCE & ADMINISTRATION COMMITTEE FOR CONSIDERATION:**

**1. Review of the City's Procedural By-law Amendments (CL18007(a) / LS18039(a)) (City Wide) (Item 8.1)**

**(Partridge/VanderBeek)**

- (a) That a new By-law to Govern the Proceedings of Council and Committees of Council substantially in the form attached hereto as Appendix 'A', **as amended** to Report CL18007(a)/LS18039(a), be enacted by Council; and
- (b) That Council repeal the By-law to Govern the Proceedings of Council and Committees of Council, being By-law 14-300, as amended.

**Main Motion As Amended CARRIED**

**2. Review of the Selection Process (CL18011) (City Wide) (Item 8.4)**

**(VanderBeek/Partridge)**

- (a) That the Nomination Meeting for the members of Council-Elect be held on November 20, 2018;
- (b) That the Revised City of Hamilton Policy respecting the Appointment of Citizens to the City's Agencies, Boards, Commissions, Advisory (Volunteer) Committees and Sub-Committees, attached hereto as Appendix "A", be approved; and
- (c) That the Revised City of Hamilton Advisory Committee Procedural Handbook, attached hereto as Appendix "B", be approved.

**CARRIED**

**FOR INFORMATION:**

**(a) CHANGES TO THE AGENDA (Item 1)**

The Committee Clerk advised that there were no changes to the agenda.

**(Partridge/Conley)**

That the August 29, 2018 Agenda of the Governance Review Sub-Committee be approved, as presented.

**CARRIED**

**(b) DECLARATIONS OF INTEREST (Item 2)**

There were no declarations of interest.

**(c) APPROVAL OF MINUTES (Item 3)**

**(i) June 26, 2018 (Item 3.1)**

**(Conley/Partridge)**

That the Minutes of the June 26, 2018 meeting of the Governance Review Sub-Committee, be approved.

**CARRIED**

**(d) DELEGATION REQUESTS (Item 4)**

**(i) Cameron Kroetsch, respecting the proposed changes to the Procedural By-law 14-300 (For today's meeting) (Item 4.1)**

**(Partridge/Conley)**

That the delegation request from Cameron Kroetsch, respecting the proposed changes to the Procedural By-law 14-300, be approved for today's meeting.

**CARRIED**

**(e) PUBLIC HEARINGS/DELEGATIONS (Item 6)**

**(i) Cameron Kroetsch, respecting the proposed changes to the Procedural By-law 14-300 (Item 6.1)**

Cameron Kroetsch addressed the Committee respecting the proposed changes to the Procedural By-law 14-300, with the aid of a presentation.

**(Partridge/VanderBeek)**

That Cameron Kroetsch be permitted to address the committee for an additional five minutes in order to complete his presentation.

**CARRIED**

**(Partridge/VanderBeek)**

That the delegation from Cameron Kroetsch respecting the proposed changes to the Procedural By-law 14-300, be received.

**CARRIED**

A copy of the presentation is available on the City's website at [www.hamilton.ca](http://www.hamilton.ca).

For further disposition of this matter, refer to Item 1 and (f)(i).

**(f) DISCUSSION ITEMS (Item 8)**

**(i) Review of the City's Procedural By-law Amendments (CL18007(a) / LS18039(a)) (City Wide) (Item 8.1)**

The Committee requested that the following items be voted on separately:

**(VanderBeek/Partridge)**

That the Subsections of Section 3.13 of the proposed by-law, Appendix A, attached hereto, respecting Electronic Voting be approved; and

That the Subsections of Section 3.13 of the proposed by-law, Appendix A, attached hereto, respecting Electronic Voting, be **effective January 2019**.

**Amendment CARRIED**

Councillor Conley wished to be recorded as opposed.

**(Conley/Partridge)**

That the Subsections of Section 3.13 of the proposed by-law, Appendix A, attached hereto, respecting the manner in which Council and Committee will vote by the show of hands, be approved.

**CARRIED**

**(VanderBeek/Partridge)**

That Subsection 7.1 of the proposed by-law, Appendix A, attached hereto, be **amended** to read as follows:

7.1 No Person in attendance at a Council or Committee meeting shall:

(a) **be respectful or disrupt the Meeting in any manner;**

(b) bring food or beverages, water excepted, into the Council Chamber when a meeting is being held;

(c) address remarks to anyone but the Chair;

(b) interrupt a person who has the floor;

(c) applaud participants in debate.

**Amendment CARRIED**

For further disposition of this matter, refer to Item 1.

**(ii) Hamilton Public Notice Policy By-law (CL18012 / LS18051) (City Wide) (Item 8.2)**

**(Ferguson/Partridge)**

That Report CL18012 / LS18051 respecting the Hamilton Public Notice Policy By-law be referred back to staff for further information respecting the costs associated with the notices the City is not required to advertise for in the newspaper.

**CARRIED**

**(iii) 2019 Ward Budgets (FCS18083) (City Wide) (Item 8.3)**

**(Ferguson/Partridge)**

That staff be directed to report back to Governance Review Sub-Committee following a thorough review to determine accurate populations in each Ward for the 2018 – 2022 term.

**CARRIED**

**(g) MOTIONS (Item 9)**

**(i) Speakers Queue (Added Item 9.1)**

**(Ferguson/Conley)**

That staff be directed to report back to Governance Review Sub-Committee respecting the speaker queue and the ability to differentiate and prioritize the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> time speakers and the costs associated with its implementation.

**CARRIED**

**(h) GENERAL INFORMATION / OTHER BUSINESS (Item 11)**

**(i) Outstanding Business List (Item 11.1)**

**(Partridge/VanderBeek)**

That the following amendments to the Outstanding Business List, be approved:

**11.1(a) Items considered complete and needing to be removed:**

**Item: A**

Memorandum of Understanding - City of Hamilton and Royal Botanical Gardens (LS18002) staff to report back with further clarification on current Royal Botanical Gardens membership versus proposed membership, and to provide further details on federal and provincial funding.

Completed: April 5, 2018 at Governance Review Sub-Committee (Item 8.1 - LS18002(b))

Item: B

Electronic Participation at Council and/or Committee Meetings - That staff be directed to prepare the necessary provision in the Procedural By-law to prohibit electronic participation at Council and/or Committee Meetings at this time.  
Completed: June 26, 2018 at Governance Review Sub-Committee (Item 9.1 - CL18007/LS18039)

**CARRIED**

**(i) ADJOURNMENT (Item 13)**

**(Ferguson/Conley)**

That, there being no further business, the Governance Review Sub-Committee meeting be adjourned at 2:19 p.m.

**CARRIED**

Respectfully submitted,

Councillor M. Pearson, Chair  
Governance Review Sub-Committee

Angela McRae  
Legislative Coordinator  
Office of the City Clerk





## 6.1

### Form: Request to Speak to Committee of Council

Submitted on Monday, November 12, 2018 – 9:56 am

==Committee Requested==

**Committee:** Advisory/Sub-Committee

**Name of Sub-Committee:** Governance Review Sub-Committee

==Requestor Information==

**Name of Individual:** Cameron Kroetsch

**Name of Organization:**

**Contact Number:**

**Email Address:**

**Mailing Address:**

#### **Reason(s) for delegation request:**

To recommend changes to procedural bylaw 18-270 during the upcoming term of Council. Since there is currently no scheduled meeting of this Sub-Committee, I ask to be notified when it meets again and ask that I be allowed as a "walk on delegation" so I can delegate as soon as possible.

**Will you be requesting funds from the City?** No

**Will you be submitting a formal presentation?** Yes





# INFORMATION REPORT

<b>TO:</b>	Mayor and Members Board of Health
<b>COMMITTEE DATE:</b>	September 17, 2018
<b>SUBJECT/REPORT NO:</b>	Board of Health Self-Evaluation Results (BOH18011(a)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Jennifer Hohol (905) 546-2424, Ext. 6004
<b>SUBMITTED BY:</b>	Michelle Baird, on behalf of Elizabeth Richardson, MD, MHSc, FRCPC Medical Officer of Health, Public Health Services - Office of the Medical Officer of Health Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

## Council Direction:

On April 16, 2018, staff presented Report (BOH18011) which provided an overview of the Board of Health (BOH) self-evaluation process established in compliance with organizational requirements in the Ontario Public Health Standards. This report outlines the results of the self-evaluation survey and next steps.

## Information:

### Executive Summary

The self-evaluation involved an electronic survey that BOH members completed anonymously. In the survey, BOH members were asked to reflect on and evaluate:

- BOH roles and responsibilities;
- Information sharing and decision making;
- Internal and external relations of the BOH;
- Planning; and,
- BOH strengths, challenges and opportunities for improvement.

Overall, internal and external relationships of the BOH were highlighted as a strength of the board, specifically, the positive working relationships between the BOH and public health staff.

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**SUBJECT: Board of Health Self-Evaluation Results (BOH18011(a)) (City Wide)****Page 2 of 4**

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The survey results also showed opportunities for improvement including:

- Greater understanding of BOH member roles and responsibilities;
- Increased familiarity with planning documents; and,
- Improved access to continuing education for BOH members.

To address these opportunities, it is recommended that the BOH consider the appointment of a consistent Vice-Chair for the Board of Health sub-committee throughout the term of Council. This will allow for consistency in understanding, leadership and advocacy of public health issues in the absence of the Mayor, Chair of the Board of Health.

In addition, many quality improvement initiatives will be implemented by staff to further support BOH good governance practices, including:

- An experiential learning approach to BOH orientation for both new and returning board members;
- Regular reporting on planning documents (Annual Service Plan & Budget, Multi-Year Business Plan);
- Continued use of BOH reports to highlight and clarify legislated roles and responsibilities of board members; and,
- An improved approach to the next BOH self-evaluation to increase participation.

### **Historical Background & Analysis**

The Ontario Public Health Standards outline requirements that direct mandatory public health programs and services delivered by local public health units. In addition to program and service delivery requirements, the Ontario Public Health Standards outline organizational requirements of boards of health to demonstrate accountability to the Ministry of Health and Long-Term Care for the work they do, how they do it, and the results achieved. It is an organizational requirement that all boards of health conduct a self-evaluation process of its governance practices and outcomes that is completed at least every other year. The self-evaluation process must also include an analysis of the results, board of health discussion and implementation of recommendations for improvement.

The BOH conducted its first self-evaluation in 2014 (BOH14001) and repeated the evaluation again in 2016 (BOH16033). In Report (BOH18011), it was communicated that the self-evaluation process for 2018 would be conducted in a similar way to that used in previous years, as it was successful in raising considerations for the BOH and would allow for comparison across the years. BOH members had the opportunity to

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**SUBJECT: Board of Health Self-Evaluation Results (BOH18011(a)) (City Wide)****Page 3 of 4**

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complete an anonymous self-evaluation using an electronic survey tool. A meeting was held with Mayor Eisenberger as Chair of the Board of Health as well as Councillor Pearson as Chair of the Governance Review Sub-committee to review the results of the self-evaluation survey and provide perspective on the proposed recommendations for continuous improvement.

Overall, internal and external relationships of the BOH were highlighted as a strength of the board, specifically, the positive working relationships between the BOH and public health staff.

In addition, BOH members agreed:

- The appropriate committee structure exists to exercise its responsibilities;
- They are adequately prepared to oversee an emergency situation;
- They have an adequate process for handling urgent matters between meetings;
- They feel comfortable raising an issue that might be unpopular or controversial; and,
- A climate of mutual trust and respect exists between the BOH and the Medical Officer of Health.

The survey results also showed opportunities for improvement including a greater understanding of BOH member roles and responsibilities specifically around expectations under the Health Protection and Promotion Act, the Ontario Public Health Standards and the organizational requirements. In addition, a neutral response was noted to BOH members receiving appropriate information at the initial BOH orientation to carry out the BOH member role with confidence. Another area for improvement that was identified was the need for improved access to continuing education resources for BOH members. This includes access to population health information, provincial government structure and funding from oversight ministries, roles and responsibilities of board members and participation in education led by other organizations.

**Next Steps**

To address these opportunities for improvement, it is recommended that the BOH consider the appointment of a consistent Vice-Chair for the Board of Health sub-committee throughout the term of Council. This will allow for consistency in understanding, leadership and advocacy of public health issues in the absence of the Mayor, Chair of the Board of Health. The Vice-Chair role could also help to further the work started by the public health governance leads in being a champion and representing the board at governance tables, advocating for effective public health governance and healthy public policy and acting as a liaison for the BOH on governance matters. Over the past year, there has been extensive consultation of boards of health by the Ministry of Health and Long-Term Care regarding ongoing public

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health system transformation. The Vice-Chair role will allow for a consistent point of contact to collect feedback from peers and work with staff to provide input back to the Ministry.

In addition, many quality improvement initiatives will be implemented by staff to further support BOH good governance practices. To begin, an experiential learning approach to BOH orientation for both new and returning board members will be used in the upcoming year. The orientation provided will cover roles and responsibilities of board members as well as other areas that were flagged as education needs in the survey results. Staff will continue to report regularly on planning documents and use BOH reports to highlight legislative responsibilities and build clarity around the roles and responsibilities of board members. Finally, as the self-evaluation process is required at least once every other year, staff will look for ways to improve the approach taken for the next self-evaluation to increase participation by board members.

**Appendices and Schedules Attached:**

Not Applicable.

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**CITY OF HAMILTON**  
**CORPORATE SERVICES DEPARTMENT**  
**Financial Planning, Administration and Policy Division**

<b>TO:</b>	Chair and Members Governance Review Sub-Committee
<b>COMMITTEE DATE:</b>	February 14, 2019
<b>SUBJECT/REPORT NO:</b>	Councillor Ward Office Budgets and Policy and Guidelines for Eligible Expenses for Elected Officials (FCS18083(b)) (City Wide) (Outstanding Business List Item)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Amanda Thind (905) 546-2424 Ext. 4522
<b>SUBMITTED BY:</b>	Brian McMullen Acting General Manager, Finance and Corporate Services Corporate Services Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

That the Student Accommodation Benefit Factor be eliminated and the budget be allocated equally to the Councillor Ward Office Budgets.

### EXECUTIVE SUMMARY

A number of reports have been presented to Council through standing committees and sub-committees addressing Councillor Ward Office Budgets. There are several factors considered when creating these budgets.

Report FCS18083(b) addresses two Outstanding Business List items related to some of the factors, as follows:

1. Council, at its meeting of October 11, 2017, approved Audit, Finance and Administration Committee (AF&AC) Report 17-013 directing staff to develop a calculation for student adjustments in Wards affected by post-secondary institutions, considering some full-time attendees live in particular Wards and some are transient.

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2. Council, at its meeting on December 19, 2018, approved Item 13 of the AF&AC Report 18-014, as follows:

“(d) That staff be directed to investigate the Geographic Factor as it relates to the new ward boundaries and report back to the Governance Review Sub-Committee.

(e) That staff be directed to review the Wards represented in the Inner-City Fund and report back to the Governance Review Sub-Committee.”

A new Student Accommodation Factor Benefit, introduced in 2015, refers to the impact on Ward Councillors and office staff of post-secondary students living in any of the fifteen wards of the City of Hamilton. This factor has benefitted old Wards 1, 8, 10 and 12. The total approved 2018 budget was \$6,879.

Statistics Canada has advised that they do not collect data on student housing. A student’s place of residence is considered to be their parent’s address and are counted as such, even if they live elsewhere while attending school. Staff has attempted to obtain information from McMaster University, Mohawk College and Redeemer University College on the post-secondary students living in the fifteen wards of the City of Hamilton. The data that is available does not provide the information needed. With the ward boundary changes effective December 1, 2018, it is expected that post-secondary students now live in new Wards 1, 8, 10, 12 and 14. The total preliminary estimated budget for 2019 increased to \$8,640, with no allocation to new Ward 14.

With uncertainty in the estimated number of post-secondary students living within the new wards, eliminating the Student Accommodation Factor Benefit is recommended by staff. This portion of the 2019 budget of \$8,640 will be distributed equally to each Councillor Ward Office Budget as Other Discretionary Expenses.

The Geographic Factor refers to additional funding received by specific Wards to offset increased commuting expenses due to the size of the Wards. The Geographic Factor was applicable to the largest wards of old Ward 11 and old Ward 14 and with the new ward boundaries effective as of December 1, 2018, is applicable to new Wards 11, 12 and 13. Table 1 (see Page 7) shows the size of each ward in acres and the percentage split for each ward.

The preliminary 2019 budget for the Geographic Factor is \$2,550 or \$850 each, for new Wards 11, 12 and 13.

The Inner City Fund refers to additional funding received by old Wards 2, 3, 4 and 5 to address inner city issues such as social services, language barriers, drug issues and

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density of second level lodging homes / residential care facilities. Since these ward boundaries did not change significantly with the ward boundary changes effective December 1, 2018, the Inner City Fund is still applicable to the new Wards 2, 3, 4 and 5. The preliminary 2019 budget for the Inner City Fund is \$50,680 or \$12,670 each, for new Wards 2, 3, 4 and 5.

**Alternatives for Consideration – See Page 8**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: The elimination of the Student Accommodation Factor Benefit results in an available 2019 budget of \$8,640 to be distributed equally to all Ward Office Budgets.

Staffing: Not Applicable

Legal: Not Applicable

**HISTORICAL BACKGROUND**

Council, at its meeting of October 11, 2017, approved Audit, Finance and Administration Committee (AF&AC) Report 17-013 directing staff to develop a calculation for student adjustments in wards affected by post-secondary institutions, considering some full-time attendees live in particular wards and some are transient.

Council, at its meeting on December 19, 2018, approved item 13 of the AF&AC Report 18-014 as follows:

- “(d) That staff be directed to investigate the Geographic Factor as it relates to the new ward boundaries and report back to the Governance Review Sub-Committee.
- “(e) That staff be directed to review the Wards represented in the Inner-City Fund and report back to the Governance Review Sub-Committee.”

Student Accommodation Factor Benefit:

A Student Accommodation Factor Benefit was introduced through the Governance Review Sub-Committee Report 14-003 and approved by Council on September 24, 2014. The recommendation reads that the collective financial impact of the following recommendations be finalized to form part of the 2015 City Budget deliberations, as follows:

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“That a new “Student Accommodation Factor Benefit”\* be established to assist specific Ward budgets as outlined below:

Ward 1 (presence of main campuses of McMaster University and Columbia International College).

- 12% benefit\* (29,496) = \$1,769.76

Ward 8 (presence of main campuses of Mohawk College and Hillfield Strathallan College and a presence by Columbia International College).

- 12% benefit\*(49,661) = \$2,979.66

Ward 10 (presence of satellite campus of Mohawk College).

- 5% benefit\*(24,278) = \$606.95

Ward 12 (presence of main campus of Redeemer University College).

- 7% benefit\*(34,825) = \$1,218.88

Total: \$6,575.25

Benefit is percentage x ward population (based on 2011 census) x \$0.50/person = \$value.”

The calculation, as identified in the recommendation, was built into the 2015 Ward Budgets and approved as part of the 2015 Budget deliberations.

The Student Accommodation Factor Benefit is one component of the Councillor Ward Budgets. The calculation uses the Census population data tailored for each of the affected Wards by applying varying percentage benefits to arrive at a base student population. The base is then multiplied by \$0.50 per person to arrive at the Student Accommodation Factor Benefit.

Based on 2016 Census population data, the 2018 budget allowance for the Student Accommodation Factor Benefit was:

• Old Ward 1	\$ 1,786
• Old Ward 8	\$ 3,133
• Old Ward 10	\$ 604
• Old Ward 12	\$ 1,356
• Total	\$ 6,879

The benefit is not capped. The calculation is not indexed. The amounts fluctuate only when new Census data is available, when the ward boundaries change or when academic space at post-secondary institutions expand.

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### Geographic Factor

The Geographic Factor refers to additional funding received by specific wards to offset increased commuting expenses due to the size of the wards. The Geographic Factor was established in 2004 at \$1,600 and in February 2012 it was increased to \$2,500. It increases annually by the guideline unless otherwise specified by Council and is split equally among the qualifying wards. The 2018 approved budget for the Geographic Factor was \$2,500.

### Inner City Fund

The Inner City Fund refers to additional funding received by old Wards 2, 3, 4 and 5 to address inner city issues such as social services, language barriers, drug issues and density of second level lodging homes / residential care facilities. The Inner City Fund was established in 2004 at \$45,000. In 2015 an annual inflationary increase was applied to this component, representing the first amendment since 2004. It increases annually by the guideline unless otherwise specified by Council and is split equally among the qualifying wards. The approved 2018 budget for the Inner City Fund was \$49,704.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Not Applicable.

## **RELEVANT CONSULTATION**

Not Applicable.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

### Student Accommodation Factor

Data on post-secondary student accommodation by ward is the key component of the Student Accommodation Factor. Statistics Canada has advised that they do not collect data on student housing. A student's place of residence is considered to be their parent's address and are counted as such, even if they live elsewhere while attending school.

Consequently, staff has attempted to obtain the data from McMaster University, Mohawk College and Redeemer University College on the post-secondary students living in the fifteen wards of the City of Hamilton.

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During 2018, Mohawk College and McMaster University were able to provide data based on students that moved into the various wards after the time of application. Movement was determined by comparison of the first address on file with the current student address. Students who did not update their current address to reflect student housing are not captured in the data. Redeemer University College was not able to provide data.

With the ward boundary changes effective December 1, 2018, it is expected that post-secondary students now live in new Wards 1, 8, 10, 12 and 14. Data is not available based on the new ward boundaries.

The total preliminary estimated budget for 2019 increased to \$8,640 with no allocation to new Ward 14.

With uncertainty in the estimated number of post-secondary students living within the new wards, staff is recommending eliminating the Student Accommodation Factor Benefit with a budget reduction of \$8,640.

#### Geographic Factor

Prior to the new Ward boundaries effective as of December 1, 2018, the Geographic Factor was applicable to old Ward 11 and old Ward 14 based on being the largest area. With the new ward boundaries, this Factor is applicable to largest wards of new Wards 11, 12 & 13. Table 1 shows the size of each ward in acres and the percentage split for each Ward.

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**Table 1**

<b>Old Wards</b>	<b>Area (acres)</b>	<b>Percentage of all Wards</b>	<b>New Wards</b>	<b>Area (acres)</b>	<b>Percentage of all Wards</b>
Old Ward - 1	3,759	1%	New Ward - 1	3,787	1%
Old Ward - 2	1,636	1%	New Ward - 2	1,463	1%
Old Ward - 3	3,571	1%	New Ward - 3	3,746	1%
Old Ward - 4	4,089	1%	New Ward - 4	5,044	2%
Old Ward - 5	5,097	2%	New Ward - 5	4,865	2%
Old Ward - 6	3,950	1%	New Ward - 6	3,976	1%
Old Ward - 7	4,316	2%	New Ward - 7	3,207	1%
Old Ward - 8	4,296	2%	New Ward - 8	3,345	1%
Old Ward - 9	4,773	2%	New Ward - 9	18,155	7%
Old Ward - 10	3,047	1%	New Ward - 10	7,758	3%
Old Ward - 11	67,690	24%	New Ward - 11	48,630	17%
Old Ward - 12	27,189	10%	New Ward - 12	73,548	26%
Old Ward - 13	6,295	2%	New Ward - 13	67,460	24%
Old Ward - 14	102,414	37%	New Ward - 14	2,784	1%
Old Ward - 15	36,803	13%	New Ward - 15	31,075	11%
	278,925	100%		278,842	100%

Note to Table 1: Errors and Omissions Excepted (E&OE): Table may not add to 100%, due to rounding.

The preliminary 2019 budget for the Geographic Factor is \$2,550 or \$850 each, for new Wards 11, 12 and 13.

#### Inner City Fund

Staff were requested to review the Wards represented in the Inner City Fund. The Inner City Fund refers to additional funding received by old Wards 2, 3, 4 and 5 to address inner city issues such as social services, language barriers, drug issues and density of second level lodging homes / residential care facilities.

City staff undertake ward profiles using Statistics Canada data and other data to summarize various demographic and statistical information. These ward profiles are available on the City's open data website at <http://open.hamilton.ca/>. The information available indicates that there are many similarities and differences between the wards. Some of these differences can affect the Ward Councillor and the Ward office staff but they can also be City-wide issues. An extensive review of these differences has not been included in Report FCS18083(b).

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OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

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**SUBJECT: Councillor Ward Office Budgets and Policy and Guidelines for Eligible Expenses for Elected Officials (FCS18083(b)) (City Wide) – Page 8 of 9**

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Since these ward boundaries did not change significantly with the ward boundary changes effective December 1, 2018, staff is recommending that the Inner City Fund is still applicable to the new Wards 2, 3, 4 and 5. The preliminary 2019 budget for the Inner City Fund is \$50,680 or \$12,670 each, for new Wards 2, 3, 4 and 5.

**ALTERNATIVES FOR CONSIDERATION**

There are a number of alternatives that can be considered for the Student Accommodation Factor Benefit, Geographic Factor and Inner City Fund.

Alternative 1

Eliminate the Student Accommodation Factor Benefit and reduce the preliminary 2019 budget by \$8,640.

With the ward boundary changes effective December 1, 2018, it is expected that post-secondary students now live in new Wards 1, 8, 10, 12 and 14. With uncertainty in the estimated number of post-secondary students living within the new wards, eliminating the Student Accommodation Factor Benefit is an alternative. The budget for this factor could be reduced to zero dollars resulting in a budget reduction of \$8,640.

Alternative 2

Eliminate the Geographic Factor and allocate the preliminary 2019 budget of \$2,550 to all wards.

With the methods of communicating with residents and businesses changing since the introduction of this factor in 2004, eliminating the Geographic Factor is an alternative. The budget for this factor could be allocated to all wards resulting in no levy impact.

Alternative 3

Eliminate the Geographic Factor and reduce the preliminary 2019 budget by \$2,550.

Similar explanation to Alternative 2, the budget for this factor could be reduced to zero dollars resulting in a budget reduction of \$2,550.

Alternative 4

Eliminate the Inner City Fund and allocate the preliminary 2019 budget of \$50,680 to all wards.

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Each of the new ward offices has different challenges to be considered. With the changes in the population and the size of the wards with the new ward boundaries, eliminating the Inner City Fund is an alternative. The budget for this factor could be allocated to all wards in an attempt to equalize budgets and service levels resulting in no budget reduction.

**Alternative 5**

Eliminate the Inner City Fund and reduce the preliminary 2019 budget by \$50,680.

Similar explanation to Alternative 4, the budget for this factor could be reduced to zero dollars resulting in a budget reduction of \$50,680.

In addition, the Governance Review Sub-committee and Council can consider the Councillor Ward Office Preliminary 2019 Budget of \$3,936,730, which was approved as amended by Council at its meeting of December 19, 2018, through Audit, Finance and Administration Committee Report 18-014 and Report FCS18083(a). This Report titled “Councillor Ward Office Budgets and Policy and Guidelines for Eligible Expenses for Elected Officials” provides the details on all cost categories in the Councillor Ward Office Budgets.

Note to Report: E&OE: Report FCS18083(b) may contain minor adjustments to numbers presented in Report FCS18083(a) as a result of rounding.

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Community Engagement and Participation**

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

**Our People and Performance**

Hamiltonians have a high level of trust and confidence in their City government.

**APPENDICES AND SCHEDULES ATTACHED**

N/A

AT/dt

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